

SYLLABUS

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

B.B.A.. Part I	Examination, 2023
B.B.A. Part II	Examination, 2024
B.B.A. Final	Examination, 2025



JAI NARAIN VYAS UNIVERSITY JODHPUR



12.10.2022

NOTIFICATION

In compliance of decision of the Hon'ble High Court all students are required to fulfil 75% attendance rule in each subject and there must be 75% attendance of the student before he/she could be permitted to appear in the examination.

**REGISTRAR
(Academic)**

विज्ञप्ति

माननीय राजस्थान उच्च न्यायालय के निर्णय आदेश की परिपालना के लिये सभी विद्यार्थियों को प्रत्येक विषय में न्यूनतम 75 प्रतिशत उपस्थिति अर्जित करना अनिवार्य है। यदि इससे कम उपस्थिति है तो विद्यार्थियों को परीक्षा में बैठने नहीं दिया जायेगा।

**कुलसचिव
(शैक्षणिक)**

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FACULTY OF COMMERCE AND MANAGEMENT STUDIES

B.B.A COMMITTEE

Prof. Mahendra Singh Rathore
Professor and Dean

Prof. Mahendra Kumar
Director

Dr. Ashish Mathur
Co-ordinator

LIST OF TEACHING STAFF

Department of Accounting :
Dr. Anil Verma, Head

Assistant Professors

Dr. Virendra Tater
Shri Yashpal Meena
Dr. Mangu Ram

Deptt. of Bus. Adm.:
Dr. Ramesh Kumar Chouhan
Head

Assistant Professors

Dr. U.R.Tater
Dr. Asha Rathi
Dr. Ashish Mathur
Dr. Manish Vadera
Dr. Ashok Kumar
Dr. Vandana Yadav

Deptt. of Bus. Fin. & Eco. :
Prof. Mahendra Kumar, Head

Professors

Prof. Mahendra Singh Rathore
Prof. Sunil Mehta
Prof. Ram Singh Meena (On Leave)
Prof. (Mrs.) Navneeta Singh
Prof. Krishn Awatar Goyal

Assistant Professors

Dr. Anju Agarwal
Dr. Kshitiz Maharshi
Dr. Rajendra Prasad Meena (On Leave)

Deptt. of Mgt. Studies :
Prof. (Mrs.) Swapna Patawari, Head

Professors

Prof. S.P.S. Bhadu

Associate Professors

Dr. (Mrs.) Meeta Nihalani

Assistant Professors

Dr. (Mrs.) Puja Gehlot
Dr. (Mrs.) Neelam Kalla
Shri Nishant Gehlot

**SCHEME FOR THE COURSE OF
BACHELOR OF BUSINESS ADMINISTRATION (BBA)
BACKGROUND AND OBJECTIVES OF THE COURSE**

The Commerce education in India has fairly witnessed a new dimension of management orientation in the last decade at both the degree and post-degree levels. Still a commonly expressed barrier in the growth of trade and industry with its competitive strength is the lack of trained managerial personnel. Consequently the wide-felt need for management education has been gaining support. The current fast marching of our economy towards industrial growth has further magnified the pressure for these personnel. The universities and other Institutions have already initiated to come up in its response.

Need of the hour is to equip the young generation with traditional business values blended with modern concepts and techniques of management. The degree course like BBA are becoming popular and in demand. The Western Rajasthan is full of prospects and the society is expecting similar initiatives from this faculty.

“The management education at the under-graduate level is intended to serve as a grooming ground for the future managers. This will make a student more receptive to the advanced level of theory and practice of management science. In other academic fields also, the trend is, now-a-days, towards comprehensive course like five year integrated course in Physics, Law etc. Similar phenomenon already seem to have come in the field of management.”

(Excerpts from an article appeared in the University News, 38(43) October 23, 2000, p.8).

The course of BBA may be viewed as an intermediate step towards such integrated course in management. It aims at catering to the demand for the skilled and chiseled managerial personnel in the industry in general and at all levels in the world of business in particular in India. The expressed objectives of this course is to provide a wider and sound base to the students not only for advanced course in management but also to open a range of career avenues like the management trainees picked-up by the industry, as also in the business researches/studies engaged in by the business consulting houses giving a variety of vital services to the trade industry.

The Faculty of Commerce and Management Studies, J.N.V. University started the three year degree course of Bachelor of Business Administration (BBA) on self-sufficiency basis from the session 2002-2003.

I. The Eligibility and Admission:

The course leading to the degree of BBA is a full time (day hour) three year degree course after qualifying 10+2 (Senior Secondary) or its equivalent public examination conducted by any recognized Board of Education in India or abroad. The candidates seeking admission must have secured at least 50% marks in aggregate at the qualifying examination.

Reservation of Seats: The seats for the SC/ST/OBC/EWS/MBC candidates etc. will be reserved as per rules of reservation applicable in the University in general. There will be a relaxation in the required eligibility of 50% marks at the qualifying examination as per University rules.

NOTE : Students who once join BBA(I) will not be allowed to shift to any other course in the Faculty and fees will not be refunded.

II. Scheme of Course and Examination:

The complete scheme would be as presented in its two parts, viz.

- (1) Course of Study
- (2) Scheme of Examination

1. Course of Study

The three year degree course of BBA consists of three parts viz Part I,II and III. One academic session of one year is devoted to the each part. The candidates are admitted to BBA part I only and thereafter required to qualify all the three parts consequently to earn the degree.

In each part there are eight courses composed of the Foundation Course, Core Courses and Participative Course.

Each course carry 100 marks. The suggested nomenclature of various courses covered in the three parts signifying the areas of study are as follows:

B.B.A. PART- I (Examination 2023)

A. **Foundation Course:**

1. Business Communication skills

B. **Core Courses:**

1. Organization and Management
2. Economic Environment
3. Business Laws
4. Fundamentals of Accounting
5. Business Statistics
6. Managerial Economics

C. **Participative Course:**

1. Two Term papers

Note: Regarding Term Papers

Two Term Papers of 50 Marks each to be evaluated by two evaluators. The Dean, Director or Coordinator of BBA Program in the Faculty and in colleges by Principal or Coordinator of BBA Program of the college and one faculty member appointed by the Dean, Director or Principal. Term papers should be written by the Students in his / her own handwriting.

B.B.A. PART- II (Examination 2024)

A. Foundation Course:

1. Computer Applications for Business
(Theory 50 Marks and Practical 50 Marks)

B. Core Courses:

1. Organization Theory & Behaviour
2. Company Law and Secretarial Practice
3. Production and Materials Management
4. Operation Research
5. Cost and Management Accounting
6. Marketing Management.

C. Participative Course:

1. Group Assignment and Seminar on Contemporary Issues,
(50 Marks each)

Note : Regarding Group Assignment and Seminar:

The candidates shall be divided into groups of five each, preferably on random basis. Each group will be assigned a topic of current significance in the business world. The group shall be required to prepare a document (in about 30-40 typed pages) on the respective topics based on the library survey and analysis of facts.

Each group shall be guided by an instructor belonging to the area of the topic. Five class-sessions will be engaged by each instructor for giving insight and hold interaction on the respective topics. All students of the class shall have to attend these sessions irrespective of their group of topic. A joint seminar will be held at the end of the session in the presence of the examiners, students and all the instructors. A panel of two examiners, one internal and one external, will award the marks on the basis of the quality of the document prepared and its presentation.

B.B.A. FINAL (Examination 2025)

A. **Foundation Course:**

1. Environmental Studies

B. **Core Courses:**

1. Entrepreneurship and Small Business Management
2. Financial Management
3. Business Taxation
4. International Trade
5. Human Resource Management.
6. E-Commerce

C. **Participative Course:**

1. Project Work

Note : **Regarding Project Work :**

The Research project shall be a teacher-supervised work. The report should be submitted in a properly bound form duly certified by the Director/Coordinator of course for evaluation before the start of final written examination. It would preferably be a data-based study. The minimum and maximum limit of number of pages, typed double spaced on a thesis size paper, would be between sixty and ninety respectively including appendices and Bibliography. The Project report should contain the following

- (1) Problem and objective
- (2) Review of Literature
- (3) Methodology
- (4) Analysis of Data
- (5) Findings and Suggestions, and
- (6) Bibliography.

The project report will be evaluated along with the viva-voce by a panel of 2 examiners, one external and one being internal appointed by the Dean.

Scheme of Examinations

FOR FOUNDATION COURSES:

Required only to pass the course once with 36% marks in each individual paper. These marks shall be counted neither in the aggregate of 40% required for the course nor towards the award of division.

FOR CORE AND PARTICIPATIVE COURSES:

The minimum pass marks in respect of each examination shall be 36% in individual paper and 40% marks in the aggregate in respect of all the examinations in a relevant part including participative courses namely, B.B.A. Part-I : Two Term Papers; B.B.A. Part-II : Groups Assignments and Seminar on Contemporary Issues and B.B.A. Part-III : Project Work.

Provision of grace marks and re-evaluation:

For grace marks and re-evaluation the rules and regulations declared by the University from time to time will be applicable.

Provision For Supplementary:

There will be no supplementary examinations for BBA Part I and BBA Part II. The system of one or two due paper / papers will be applicable in place of supplementary examinations. The candidate will have to clear all the due paper/papers along with the regular examinations of those respective years. But in the B.B.A. Part-III he / she will be eligible to get supplementary in one or two papers; and the supplementary examinations will be held as early as possible. The result of B.B.A. Part-III will not be declared till he / she clears all the due papers. The degree will be awarded only after clearance of all due papers.

Award of the Degree and Division:

The degree of the BBA will be awarded to a successful candidate after qualifying all the required courses. The division shall be awarded on the

I Division : Securing 60% or above marks.

II Division : Securing 48% or above but less than 60% marks.

III Division : Securing 40% or above but less than 48% marks.

SCHEME AT A GLANCE

Bachelor of Business Administration (BBA)

	<u>B.B.A. Part I (2023)</u>	<u>B.B.A. Part II (2024)</u>	<u>B.B.A. Final (2025)</u>
Foundation Course	Business Communication Skills	Computer Application for Business	Environmental Studies
Core Course	Organization and Management	Organization Theory & Behaviour	Entrepreneurship and Small Business Management
	Economic Environment	Company Law and Secretarial Practice	Financial Management
	Business Laws	Production and Materials Management	Business Taxation
	Fundamentals of Accounting	Operation Research	International Trade
	Business Statistics	Cost and Management Accounting	Human Resource Management
	Managerial Economics	Marketing Management	E.Commerce
Participative Course	Two Term Papers	Group Assignment and Seminar on Contemporary Issues	Project Work

Notes:

1. For Foundation Course Maximum Marks is 100 and Minimum Pass Marks is 36%
2. For Core and Participative Courses Maximum Marks is 100 each while Minimum Pass marks are 36% in Individual Paper and 40% marks in aggregate including marks obtained in participative course.
3. If a Candidate fails to clear his/her Participative Course he/she will be declared fail in that class/year. In these courses No Supplementary/due will be allowed.
4. In BBA Part-II "Computer Applications for Business" paper will be divided into two parts namely, Theory and Practical. PART-A : Theory 50 marks and PART-B : Practical 50 marks. Students will be required to obtain 36% marks in each part separately.
5. If a candidate fails in BBA Part-I and BBA Part-II examination, he/she will have to repeat the examination with new scheme, if the scheme has changed. This provision will be applicable to all those who appear in the examination either as regular student or in failure quota or as ex. student.

6. If a candidate fails in BBA Part-III examination, he/she will have to repeat the examination with old scheme, if the scheme has changed. This provision will be applicable to all those who appear in the examination either as regular student in failure quota or as ex-student.
7. If a candidate fails in BBA Part-I/ BBA Part-II/ BBA Part-III examination but passes foundation course/s, he/she will have to repeat the BBA Part-I/ BBA Part-II/ BBA Part-III examination with core courses only. He/She does not require to appear again in foundation courses already passed. This provision will be applicable to all those who appear in the examination either as regular student in failure quota or as an ex student.
8. If a candidate fails in BBA Part-I, BBA Part-II or BBA Part-III examinations, he/she will be exempted from writing the Term Paper, Presenting Groups Assignment and Seminar or submitting Project Work and presenting viva voce if he/she has already passed.
9. If a candidate passes all the core subjects in BBA Part-I, II & III but fails to score 40% marks in aggregate, he/she will be awarded supplementary in the subject he/she scored least marks provided that his/her aggregate score is at least 40% in the remaining core subjects. Whatever actual marks he/she scores in the supplementary examination will be added to his/her total marks. This provision will be applicable to those candidates also who are declared supplementary on account of not scoring the minimum pass marks.
10. If a candidate fails to pass foundation course in BBA Part-I or BBA Part-II will be promoted to the next higher class. This due will be allowed in addition to the due papers allowed for the core courses.

If a candidate fails to pass foundation course in BBA Part-III he / she will be given supplementary in addition to the number of courses allowed for supplementary in core courses.
11. If a candidate fail in Theory of “Computer Applications for Business” subject but passes the practical examinations, he/she will not be required to reappear in computer practical. His/Her computer practical marks will be carried forward.
12. In following subjects, question papers will be in English Only. However Students of Hindi Medium may write answers in Hindi.

B.B.A. Part-I

1. Business Communication Skills

B.B.A. Part-II

1. Computer Applications for Business.

B.B.A Part-III

6. E-Commerce

Pattern of Examination Paper

All Question Paper will be divided into three sections namely, 'Section A', 'Section B' and 'Section C. In each section the question will be asked as follows:

Section A: Intends to test the clarity of concepts and to-the-point knowledge unit-wise.

(T-1) 10 very small questions, (two questions from each unit). Each question will carry 2 marks. Answer of each question shall be limited up to 30 words. This part will be compulsory. $10 \times 2 = 20$

Section B: Intends to test the knowledge unit-wise and capability to elaborate And restrain within limited words.

(T-2) 10 small questions (two questions from each unit). Students will be required to answer one question from each unit. Each question will carry 07 marks. Answer of each question shall be limited up to 250 words. $5 \times 7 = 35$

Section C: Intends to test the overall-knowledge and capability to explain the detail of the students.

(T-3) 5 questions (one question from each unit). Students will be required to answer any three questions. Each question will carry 15 marks. Answer of each question shall be limited up to 500 words. $3 \times 15 = 45$

T1: Very small Question

T2: Small Question

T3: Detailed Question

Note:1 In case of Numerical, Figures, Chart, Diagrams and Graphs, the above limit of words shall not apply.

Note:2 In case of a paper having Maximum Marks 50, then the marks allotted for each Section/Question will be reduced proportionately.

B.B.A. PART I (Examination 2023) FOUNDATION COURSE

BUSINESS COMMUNICATION SKILLS

- Unit-1:** Principles of Communication: Types of communication, personal space, Gesture and posture, Facial expression, language affecting behaviour, personal qualities. Nonverbal communication. Listening skills, Requisites of an effective Letter. Use of words, phrases, clauses and balanced sentences
Business Letters : Formal and style; the heading, the date line Inside address, attention line, the opening, salutation, the body, the subject line, the message, the complementary closing signature, reference, initials, enclosure, notation, post script, spacing, continuation, page-punctuation style.
- Unit-2:** Kinds of Business letters, planning the letter characteristics. Brevity, Completeness, tact and courtesy, routine request, requesting appointments, letters, responses to letters with sales potentials, refusal letters, claim letters, collection letters, mild and strong appeals
- Unit-3:** Sales letters, public relations, memos and other form of messages, informal and analytical reports, agenda and minutes of meetings, preparing classified advertisement, direct mail advertising, press release.
- Unit-4:** Spoken communication: Telephone Techniques, interview applying for employment, grievances, handling complaints from customers, answering enquiries, preparation for giving talk, information technology and the future uses of word processor, telex and FAX.
- Unit-5:** Letters for handling complex business situations e.g. transported goods held up at a check-post, conflicting views about taxability of the goods, asking extension of time for repayment of loan installment, asking an increase in the OD, limit sanctioned by the bank, replying to industrial customer who received goods not ordered for etc. (Assignments to be given on case situations), Management Communication, Time Management.

Suggested Readings:

- Rao, Nageshwar: Business Communication.
- Dr. S.C. Sharma: Business Communication.
- Dr. V.S. Vyas: Business Communication.
- Pal Rajendra and Korlahali J.S.: Essentials of Business Communication

B.B.A. PART I (Examination 2023) CORE COURSE

PAPER- 1

ORGANISATION AND MANAGEMENT

Unit-1: Introduction: Concept, nature, process and significance of management; Managerial roles (Mintzberg); An overview of functional areas of management, Development of Management Thoughts - Classical, Neo-classical and Contingency approaches.

Unit-2: Environment analysis and diagnosis. Planning: Concept, process, types, Levels, advantages, disadvantages and principles. Decision making- concept and process; Bounded rationality; Management by objective (MBO).

Unit-3: Organizing: Concept, nature, process and significance. Authority and responsibility relationships. Centralization and Decentralization; Span of Management. Departmentation; Organisation Structure-forms and contingency factors.

Unit-4: Direction: Meaning & Principles. Motivation and Leading people at work: Motivation- concept; importance, Theories of - Maslow, Herzberg, McGregor and McClelland: Financial and Non-Financial incentives.

Leadership- concept and leadership styles; leadership theories, Greatman theory, Trait theory. Managerial Grid, Likert's System of Management.

Communication - Nature, process, networks and barriers; effective communication.

Unit-5: Managerial control: concept and process; Effective control system; Techniques of control. Coordination: Meaning, Importance, Principles and Techniques

Suggested Books

- Harold Knootz & Heinz Wehrich: Essentials of Management, Tata McGraw Hill, New Delhi
- Louis A. Allen : *Management and Organisation*, McGraw Hill, Tokyo
- Ansoff, H.I. : *Corporate Strategy*, McGraw Hill, New York
- Hampton David R. : *Modern Management*, McGraw Hill, New York
- James A.F. Stoner, R. Edward Freeman, Daniel R. Gilbert, Jr.: *Management*, Prentice Hall, New Delhi.
- Harsey, Paul and Blanchard Kenneth H: *Management of Organizational Behaviour-Utilizing the Human Resources*, Prentice Hall of India, New Delhi
- John M. Ivancevich, James H. Donnelly, Jr. James L. Gibson,: *Management Principles and Functions*. AITBS Publishers and Distributors, New Delhi.
- George R. Terry, Stephgen G. Franklin: *Principles of Management*, AITBS Publishers and Distributors, New Delhi.
- R.D. Agarwal: *Organization and Management*, Tata McGraw Hill, New Delhi

B.B.A. PART I (Examination 2023) CORE COURSE

PAPER- 2

ECONOMIC ENVIRONMENT

- Unit-1:** Political Economy : Trends and structure of Indian Economy, Economic & Political Dimensions, Legal Dimensions, Government Role in shaping business environment. Development Programmes under five year plans in India.
- Unit-2:** Economic reforms and Recent growth strategies Programme of Industrialisation and Rural Development poverty and steps in India to remove poverty, Inequalities of income
- Unit-3:** New Industrial Policy International investment in India, Foreign Direct Investment, Rural industrialization.
- Unit-4:** Public sector, small business and cottage industries, Economic Planning in India, Latest five year plan, objective, target and strategies
- Unit-5:** Different Economic Policies namely Exim policy, Employment policy Population policy, Industrial relation policy, Monetary policy, Fiscal policy.

Suggested Books

- Raj. K.N.: Indian Economic Growth, Performance and Perspective
- Chaudhary Primit: Indian Economy, Poverty and Development
- Uppal J.S: India's Economic Problems
- Sengupta, N.K: Government & Business
- Verma, M.L.: Foreign Trade Management in India
- Govt. of India: Economic Survey Budget Speech

B.B.A. PART I (Examination 2023) CORE COURSE

PAPER- 3

BUSINESS LAWS

Unit-1: The India Contract Act 1872, Section 1 to 36

Unit-2: The Indian Contract Act, 1872, Section 37 to 75

Unit-3: Special Contracts: Indemnity and Guarantee, Bailment, Agency, Pledge.

Unit-4: The Sale of Goods Act, 1930.

Unit-5: Arbitration and Reconciliation Act, 1996

Suggested Book

- M.C. Kuchhal: Mercantile Law.
- N.D. Kapoor: Elements of Mercantile Law
- S.R. Davar: Elements of Mercantile Laws.
- Pandia, R.H.: Mercantile Law
- Avtar Singh: Mercantile Law.
- Relevant Bare Acts.

B.B.A. PART I (Examination 2023) CORE COURSE

PAPER- 4

FUNDAMENTALS OF ACCOUNTING

Unit-1: Theoretical Framework of Accounting- Meaning, definition, objectives, scope, basic terms, accounting principles, branches of accounting, uses & limitations of Accounting, Concepts & Conventions, Accountings users. Accounting information, Overview of Indian and International Accounting Standards.

Basic Accounting Procedure- Journal, rules of debit & credit, method of journalizing, advantage, double entry system-its advantages, ledger, meaning, utility, posting entries. Practical system of book keeping- Subsidiary Books, types of Subsidiary Books, Trial Balance, Adjustment Entries.

Unit-2: Financial Statements of Profit Earning Organisations. Meaning, need & objectives, types- Trading Account- Meaning, need & preparation. Profit & Loss Account-meaning, Need & Preparation, Balance Sheet- Meaning, Need & Preparation. Final Accounts with adjustment entries errors & rectification. Financial Statements of Not-For-Profit Organisations.

Unit-3: Bank Reconciliation: Meaning, causes of differences, need & importance, preparation & presentation of Bank Reconciliation Statement. Average Due Date, Consignment Accounts.

Unit-4: Joint Ventures Accounts, Accounting for Partnership Firm-Introduction, Admission, Retirement & Death of Partners, Dissolution of Partnership firm.

Unit-5: Company Accounts: Issue of Shares, Bonus and Right issue, Book Building Process. Buy Back of Shares. Underwriting, and Redemption of Preference Shares.

Suggested Books

- Agarwala, A.N. & Agarwala, K.N. : Higher Science of Accounting, Kitab Mahal, Allahabad
- Anthony, R.N. and Reece, J.S. : Accounting Principles, Rich Irwin Inc.
- Copenidium of Statement and Standards of Accounting, the Insttt. of Chartered Accountants of India, New Delhi.
- Gupta, R.L. and Radhaswamy, M: Financial Accounting, Sultan Chand and Sons, New Delhi.
- Maheshwari S.N: Financial Accounting, Vikas Publishing House, New Delhi.
- Monga, J.R. Ahuja, Girish, and Sehgal, Ashok: Financial Accounting, Mayur paper Book, Nodia.
- Shukla, M.C. Grewal, T.S. and Gupta, S.C.L.: Advanced Accounting, S. Chand & Co. New Delhi.
- Jain, Khandelwal and Pareek: Financial Accounting, Ajmera Book Company, Jaipur.

B.B.A. PART I (Examination 2023) CORE COURSE

PAPER- 5

BUSINESS STATISTICS

Unit-1:	Introduction, definition, scope, limitations, collection of data, methods of statistical investigation, Laws of statistical regularity and inertia of large numbers, Diagrammatic and Graphic presentation, Measures of Central tendency-Mean, Median, Mode of Geometric Mean, Harmonic Mean, Weighted Average and Other Averages
Unit-2:	Measures of Dispersion : Absolute and relative measures of dispersion Range, Quartile Deviation, Mean and Standard Deviation and Coefficient; Skewness : first and second measures of skewness and their co-efficients
Unit-3:	Correlation : Meaning and significance, Scatter Diagram; Karl Pearson's coefficient of correlation in ungrouped and grouped data by direct and shortcut methods co-efficient of Correlation, concurrent deviation Mehtod, Rank Correlation, Probable Error, Regression analysis of bivariate distribution only, Partial Correlation, Multiple Correlation and Multiple Regression
Unit-4:	Index Number : Meaning, methods of construction, Selection of items : base year, fixed base and chain base; Analysis of Time Series - meaning and components of time series; Interpolation and Extrapolation - Need and assumptions, Various methods of interpolation, Binomial, Newton's methods of finite difference, lagrange and parabolic curve method of finite difference, lagrange
Unit-5:	Association of Attributes (Study of Two Attributes), Yule coefficient of Association; Theory of Probability : Addition and Multiplication Theorems, Types of Events, Theoretical Frequency Distribution, Binomial, Normal and Poisson Distribution

Suggested Book

- Levin, El & Rubin, D.S: Statistics for Management
- Chandan, J.S, Singh, J. and Khanna, KK. : Business Statistics
- Gupta, S.C: Fundamentals of Statistics
- Saha S. : Business Statistics
- Sancheti, D.C. & Kapoor, V.K. : Statistics (Theory, Methods and Applications)
- Venugopal, J.: Business Statistics
- Gupta and Goyal : Business Statistics, Ajmera Book Company, Jaipur.

B.B.A. PART I (Examination 2023) CORE COURSE

PAPER- 6

MANAGERIAL ECONOMICS

Unit-1: Introductory Profile : Definition, managerial issues, scope of managerial economics- economic theories applied to business analysis, some other topics in managerial economics- Utility Analysis, Law of Diminishing Marginal Utility and Consumer surplus

Unit-2: Demand Analysis : Meaning, Law, Exceptions, Elasticity of Demand, Importance of Elasticity of Demand, Concepts, Measuring Demand Elasticities, Techniques of Forecasting Demand. Indifference Curve Analysis, Equilibrium.

Unit-3: Cost Analysis : Actual and opportunity cost, short and long run costs; fixed and variable costs average, marginal and total costs, cost inter-relationships and cost output relationships, cost data for business decisions. Revenue Analysis and pricing practices- average, marginal and total revenue, relationship of price elasticity with average and marginal revenue, marginal cost pricing, Theory of price determination : Price determination under perfect competition, time element.

Unit-4: Price determination under monopoly, necessary conditions for price discrimination, pricing under monopolistic competition, pricing under oligopoly.

Unit-5: Pricing Strategies : Cost-plus pricing or mark- up pricing and marginal rule, multiple product pricing, pricing in lifecycle of a product, pricing in maturity period, pricing product in decline, transfer pricing, competitive bidding of price. Pricing in relation to established products.

Suggested Book

- Joel Dean : Managerial Economics
- Small & Savage : Introduction to Managerial Economics
- Brisgham & Pappas : Managerial Economics
- G.S. Gupta : Managerial Economics

B.B.A. PART II (Examination 2024) FOUNDATION COURSE

COMPUTER APPLICATIONS FOR BUSINESS

Unit-1: Information: Concept, Processing, Need and Qualities. Basic Structure of computer, Characteristics of computer, Classification and generation of computers, Types of Input / Output Device, types of memory, Types of languages and translators. Basics and types of operating system, basics of GUI

Unit-2: Microsoft Word: Introduction, working with documents, changing and formatting text, working with tables, headers footers, page numbers, Endnote, Footnote, Bullets, graphs and paragraphs. Printing and arranging the documents.

Unit-3: Microsoft Excel: Introduction, creating excel sheets, moving changing - editing data, basic operation on cells: drag, drop, formatting. Inserting and deleting new row/cell. Working with formulas: Mathematical and Logical. Working and creating graphs & charts.

Unit-4: Microsoft Power Point: Introduction, creating new presentations, editing presentations, editing - deleting inserting new slides, working with templates, adding animation, images, and word art. Creating and editing slide shows.

Unit-5: Introduction to Networking, Network topologies: Basic and Complex, Types of network and their comparative study. Basic of LAN cables, connectors and devices. Introduction to Algorithm and Flowchart, examples for flowchart and algorithms. Need of Algorithm and Flowcharts.

Suggested Readings:

- K. Girdhar Gopal : Elementary Computer Applications
- Satish Jain : Introduction to Computer Science

B.B.A. PART II (Examination 2024) CORE COURSE

PAPER-1

ORGANIZATION THEORY AND BEHAVIOUR

- Unit-1:** The concept of organization, meaning of organization theory and behaviour, classical, Neo-classical and modern theories of organization. Organization goals, determinants of goals, goal displacement, goal distortion, organizational and industrial goals, integration of goals. Concept and determinants of organization structure, different types and importance of organizational structure, environment and structure, designing and organising structure, planning for the structure.
- Unit-2:** Group Dynamics : The concept of groups, kinds and functions of groups, formal and informal groups, group cohesiveness, group thinking, group dynamics and informal organization, Group dynamics and informal communication, management's role in informal groups, transactional analysis.
- Unit-3:** Attitudes and perception: Concept of attitude; attitude, opinions and beliefs; attitudes and behaviour; theories of attitude; formation of attitude; factors determining formation of attitude, attitude measurement; attitude change. Definition and meaning of perception; perceptual process; factors influencing perception; factors influencing perceptual selection and organization; perceptual distortion factors influencing perceptual distortion.
- Unit-4:** Personality Development : Definition and meaning of personality. Factors contributing personality development : theories of personality development Conflict and Change : Meaning and process of conflict; causes, sources, consequences of conflict; conflict resolution strategies. Kinds of change; Identification of the problem and implementation of change: resistance to change; overcoming resistance to change.
- Unit-5:** Organizational Effectiveness : The concept of organizational effectiveness; efficiency, effectiveness and productivity; approaches of organizational effectiveness ; contributing factors of organizational effectiveness

Suggested Book

- Fred Luthans :Organizational Behaviour Keith Davis : Human Behaviour at Work
- Stephen Robbins : Organizational Behaviour
- V.S.P. Rao & P.S. Narayan : Organization Theory and Behaviour
- L.M. Prasad: Organization Theory and Behaviour
- R.A. Sharma : Organization Theory and Behaviour
- Paul Hersey & Keith : Management of organizational Behaviour
- Blanchard Edgar H. Schien : Organizational Psychology
- Udai Pareek, T.V. Rao & Pestonjee, D.M. : Behavioural processes in Organizations
- R.S. Dwivedi : Dynamics of Human Behaviour and work

B.B.A. PART II (Examination 2024) CORE COURSE

PAPER-2

COMPANY LAW AND SECRETARIAL PRACTICE

- Unit-1:** Background and Salient Features of the Companies Act, 2013. Overview of the Changes introduced by the Act of 2013. Company and its Characteristics. Types of Companies. Distinction between a company and a partnership. Lifting of Corporate Veil.
Formation and Incorporation of company- Promoters and their legal position, pre-incorporation contract and provisional contract, Online registration of a company, Certificate of Incorporation.
Memorandum of Association, Articles of Association - Doctrine of Constructive Notice and Indoor Management.
- Unit-2:** Prospectus: Meaning and Definition – Contents, Statutory requirements in relation to prospectus. Deemed prospectus, Shelf and Red herring prospectus, Statement in lieu of prospectus, Mis-statement in Prospectus: Civil and Criminal Liability.
Various Modes for Raising of Capital. Global Depository Receipts (GDR), Book Building, Issue of Securities-Private
Placement, Public Issue, Rights Issue, Bonus Shares; Employee Stock Option Scheme (ESOS), Sweat Equity Shares. Buy-back of shares, Allotment of Shares, Forfeiture of shares, and Transfer and Transmission of Securities.
- Unit-3:** Directors: Classification of Director- Women Director, Independent Director, Shareholder Director, Director Identification Number (DIN), Appointment of Director, Qualification and Dis-Qualifications. Legal Position, Powers and Duties, Removal of Director, Remedies for breach of duties, Loans to Director and Remuneration to Director. Various Committee of the Board of Directors.
Key Managerial Personnel – Managing Director, Whole time Directors, Manager, the Company Secretary, Chief Executive Officer, Resident Director.
Prevention and Oppression of Mis-Management.
- Unit-4:** Meetings: Statutory Meeting, Annual General Meeting (AGM), Extra- Ordinary Meeting, Class Meeting, Virtual Meeting, Meeting of Stakeholders. Requisite of a Valid Meeting.
Winding-up: Meaning of winding-up, Dissolution of company, Conceptual understanding of winding-up by the Tribunal, Compulsory winding-up, Members' voluntary winding-up, Creditors' voluntary winding-up. Insider Trading; meaning & legal provisions.
- Unit-5:** Company Secretary - Meaning, Types, Qualification, Appointment, Position, Rights, Duties, Liabilities & Removal or dismissal.
Secretarial Practice and Law relating to formation Issue, Allotment, Forfeiture and Transfer of shares, Payment of dividend, Resolutions, Notices, Agenda, Quorum and Minutes.
Miscellaneous Provisions – Corporate Social Responsibility (CSR), Books of accounts, registers; Online filing of documents; Dividend Provisions; Director's Report; Auditor's Report; Secretarial Audit; Special Courts.
SEBI Act 1992: Establishment, Legal Status, Functions and Powers.

Suggested Readings

- Avtar Singh : *Indian Company Law*
- Bahal J.C. : *Secretarial Practice of India*
- Shukla S.M. : *Company Adhinyam evam Sachiviya padhati*
- Shukla M.C. : *Compamy Law*
- Kuchhal M.C. : *Secretarial Practice*
- Kuchhal M.C. : *Modern Indian Company Law*
- Sharlekar, S.A. : *Secretarial Practice*
- Taxman : *Companies Act, Special Student Edition*
- Mittal and Agarwal : *Company Adhinyam Evam Sachiviya Vidhi*
- Avtar Singh : *Company Adhinyam*
- Mathur and Sahal : *Mercantile Law*
- Relevant Bare Acts.

B.B.A. PART II (Examination 2024) CORE COURSE

PAPER-3

PRODUCTION AND MATERIALS MANAGEMENT

- Unit-1:** Meaning, nature, scope, functions, problems of production management. Production and Productivity Organising for production.
- Unit-2:** Types of manufacturing systems, Production Planning, objectives, factors affecting production planning, forecasting. Qualitative and quantitative forecasting methods.
- Unit-3:** Project Planning Methods : PERT and CPM Production control and quality control, Role and importance of materials management Scope, functions, and organization of materials management Make-or-buy decisions.
- Unit-4:** Purchase procedure, factors affecting purchases, Purchases Organization, centralized versus decentralized purchasing, legal aspects of purchasing. Value analysis : meaning, objects, application and problems
- Unit-5:** Stores Management and Organization. Receiving and Storekeeping. Stock verification, stores layout and location. Vendor analysis and vendor selection

Suggested Book

- Buffa,A.E.S. : Modern Production Management
- Chase, R.B., Acquilano N. Jr : Production and Operation Management
- Laufer A.C : Operations Management
- O.P Khanna : Industrial Engineering Management
- S.K. Hajra & Choudhary & Nihar Roy: Production Management
- Hicks, P.E. : Introduction to Industrial Engineering & Management Science

B.B.A. PART II (Examination 2024) CORE COURSE

PAPER-4

OPERATION RESEARCH

- Unit-1:** Algebra of vectors Matrices and Determinants : Addition, Subtraction, Multiplication and Inversion of vectors and matrix, Solution of system of linear equations with the help of matrix algebra
- Unit-2:** Operation Research : Nature, significance and purpose, basic concepts and definitions; methodology of operation research; construction, solution and testing of the models; implementation and control of the solution
- Unit-3:** Linear Programming : Graphical, Trial & Error and Simplex Method; Duality Problems, Transportation and Assignment Problems
- Unit-4:** Network analysis (PERT and CPM): Concepts, Drawing Network and Numbering Events, Activity Time and Event Time, Project Time, Crashing the activities; Project Cost Control; Simulation
- Unit-5:** Elementary concept and application of Queuing Theory, Replacement Theory, Decision Theory and Game Theory

Suggested Book

- Sancheti, D.C. & Kapoor, V.K. :Business mathematics
- Sharma, S.D. : Operation Research
- Shrivastava Shenoy and Sharma: Quantitative Techniques for Managerial Decision Making
- Thiefohf, R.J. : Decision making through Operation Research
- Kapoor V.K. : Operation Research
- Gupta, P.K. & Hira, D.S.: Operation Research and Quantitative Analysis

B.B.A. PART II (Examination 2024) CORE COURSE

PAPER-5

COST AND MANAGEMENT ACCOUNTING

Unit-1: Meaning and Objectives of Cost Accounting, Cost Concepts and related terminology Elements of cost, cost unit and cost centre, Type of costing, installation of costing system. Cost structure and control: A broad View, Over-heads Allocation, Apportionment and Absorption

Unit-2: Methods of Costing Viz

1. Unit Costing
2. Job and Contract Costing
3. Process costing-joint product and by product

Unit-3: Introduction of Management Accounting : Meaning, Scope, Relationship among financial, cost and Management Accounting , Analysis and Interpretation of Financial Statements , Ratio analysis - Computation and uses, Du-pont Control chart; Cash Flow Analysis : Basic Concepts

Unit-4: Marginal costing and Managerial Decisions: The basic concept of Marginal cost and Marginal Costing, Break-even Analysis and Cost Volume Profit Analysis Application of Marginal Costing in decision making. Budgets and Budgetary Control: Definition, Objectives, Advantages, Preparation, Budgetary Control Reports Standard Costing and variance analysis: Material, Labour and Sales Variances.

Unit-5: Management Reporting and Management Information System : Meaning of Reports and Reporting, Types of Report; Preparation and Presentation of Cost data and Information Particularly tabulation of cost data

Suggested Readings:

- Arora, M.N. : Cost Accounting Principles and Practices, Vikas, New Delhi.
- Khan, M.Y. and Jain P.K. : Cost Accounting, Tata McGraw-Hill, New Delhi.
- Oswal & Maheshwari : Lagat Lekhankan, Ramesh Book Depot, Jaipur.
- Khan, M.Y. and Jain, P.K.: Management Accounting, Tata McGraw Hill, New Delhi
- Agarwal, J.K. & Agarwal, R.K.: Prabandhkiya Lekhankan
- Maheshwari, S.N.: Management Accounting and Financial Control.

B.B.A. PART II (Examination 2024) CORE COURSE

PAPER-6

MARKETING MANAGEMENT

- Unit-1:** Introduction : Nature and scope of marketing; Importance of marketing as a business function, and in the economy, marketing concept - traditional and modern : Selling vs. marketing, marketing mix; Marketing environment.
- Unit-2:** Consumer Behaviour : Nature, Scope and Significance of consumer behaviour. Marketing Research : Meaning, Nature, Scope, Type. Organisation, Place of Marketing Research in India.
- Unit-3:** Product : Concept of product, consumer and industrial goods; Product planning and development, Packing-role and functions; Brand name and trade mark; after sales service; Product life cycle concept.
- Unit-4:** Price : Importance of price in the marketing Mix; Factors affecting price of a product/service; Discounts and rebates Promotion : Methods of promotion; Optimum promotion mix; Advertising media their relative merits and limitations; Characteristics of an effective advertising-media, Personal selling; Selling as a career; Functions of Salesman.
- Unit-5:** Distribution channels and physical Distribution : Distribution channels concept and role; Types of distribution channel; Retailer and wholesaler, Physical distribution of goods; Transportation; Warehousing

Suggested Readings :

- Kotler, Philip and Gary Armstrong; Principles of Marketing, Prentice Hall, New Delhi.
- Kotler Philip Marketing Management Analysis, planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi
- Mc Carthy, E. Jenome and Wiliam D. Perrault. Jr.: Basic Marketing Management Approach, Richard D. Irwin, Homewood, Illinois.
- Ramaswamy, V.S. and Namakumari, S; Marketing Management, Macmillan India, New Delhi.
- Srinivasan, R : Case Studies in Marketing : The Indian Context, Prentice Hall, New Delhi
- Stanton, William J., and Charles Futrell : Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
- Still, Richard R, Edward W, Clundiff and Norman A.P. Govoni : Sales Management : Decisions, Strategies and Cases, Prentice Hall, NewDelhi

B.B.A. FINAL (Examination 2025) FOUNDATION COURSE

ENVIRONMENTAL STUDIES

- Unit-1:** The Multi disciplinary Nature of Environmental Studies Definition, scope and importance; Need for public awareness
- Unit-2:** Natural Resources
Renewal and non-renewable resources : Natural Resources and associated problems:
(a) Forest resources : Use and over-exploitation, deforestation, mining and their effects on forest and tribal people.
(b) Water resources : Use and over-utilization of surface and ground water, floods, drought, conflicts over water, benefits and problems.
(c) Mineral resources : Use and exploitation, environmental effects and extracting and using minerals resources.
(d) Food resources : World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems.
(e) Energy resources : Growing energy needs, renewable and non renewable energysources, use of alternate energysources.
(f) Land resource: Land as a resource, land degradation, soil erosion and desertification. Conservation of natural resources.
Equitable use of resources for sustainable Development.
- Unit-3:** Ecosystem
Concept of an ecosystem
Structure and function of an ecosystem
Producers, consumers and decomposers.
Energy flow in the ecosystem
Food chains, food webs and ecological pyramids
Introduction, types, characteristics features, structure and function of the following ecosystem:
a. Forest ecosystem
b. Desert ecosystem
c. Aquatic ecosystem (Ponds, streams, lakes, rivers, oceans, estuaries.
- Unit-4:** Environmental Pollution
Definition :
Causes, effects and control measures of :
a. Air Pollution; b. Water Pollution ; c. Soil Pollution;
d. Noise Pollution; e. Thermal Pollution; f. Nuclear hazards
Solid waste management : Causes, effects and control measures of urban and industrial wastes.
Role of an individual in prevention of pollution. Role of NGOs
- Unit-5:** Human Population and the Environment.
Population growth, variation among nations.
Population explosion-family welfare programme
Environment and human health
Human Rights
Value Education.
Women and Child Welfare

B.B.A. FINAL (Examination 2025) CORE COURSE

PAPER-1

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Unit-1: Entrepreneurship - Concept, Nature, Historical evolution, Role of Socio-Economic environment, Theories of entrepreneurship.

Entrepreneurship and Innovation.

Unit-2: Entrepreneur - Qualities of a successful entrepreneur, Entrepreneur and Leadership, Entrepreneur and Risk Taking capacity, Entrepreneur and Business Planning & Decision making, Social responsibilities of entrepreneur.

Unit-3: Promotion of Venture : Opportunities analysis, External environmental analysis, Preparation of project and feasibility report, Legal requirements for establishment of a new unit and raising fund, Sources of Venture. Capital and Capital Structure decision.

Unit-4: Entrepreneurial Development Programmes (EDP) : their role, relevance, Critical evaluation, Role of Government in organizing EDP's

Role of entrepreneur in economic growth, Export promotion and import substitution

Unit-5: The concept of self employment, Definition of small scale industries and difference with cottage industry, Legal frame- work, Source of information, Forms of organisation, Registration, Institutional Assistance, Financial Incentives, Tax benefits, Selection of site, Market assessment.

Suggested Readings :

- Vinayshreel Gautam : Enterprise and Society Concept Publishing House, New Delhi
- Tandon, B.C. : Environment and Entrepreneur Chug Publications, Allahabad
- Vasant Desai : Organization and Management of Small Scale Industry. Himalaya Publishing House, Bombay
- Peter F Drucker : Innovation and Entrepreneurship Heinemann London
- Rabindra N. Kanungo : Entrepreneurship and Innovation, Response Books Sage, Delhi
- Mathew J. Manimala : Entrepreneurial Policies and Strategies, Response Books, Sage, Delhi
- Mario Rutten and Oarol Upadhyaya : Small Business Entrepreneurs in Asia and Europs Response Books, Sage, New Delhi
- Srivastaa, S.B. : A Practical Guide to Industrial Entrepreneurs, Sultan Chand and Sons, New Delhi
- Pandey, I.M. : Venture Capital - The Indian Experience, Prentice Hall, New Delhi
- Shashikala : Management of SSI, Deep and Deep Publication, New Delhi
- Desai, A.N. : Entrepreneurship and Environment, Ashish Publishing House, New Delhi
- Gupta, C.B. and Srinivasan, P.N. : Entrepreneurship Development India, Sultan Chandand Sons, New Delhi
- Shukla, M.B. : Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad.

B.B.A. FINAL (Examination 2025) CORE COURSE

PAPER-2

FINANCIAL MANAGEMENT

- Unit-1:** Nature and scope of financial management, finance functions- treasury vs. controller functions, Investment decisions, financing decisions-dividend decision, changing role of financial management.
- Unit-2:** Value of the firm-determinants of the value to the firm valuation of securities: bonds, preference share and equity shares, Cost of capital : Cost of debt, preference and equity capital-cost of retained earnings, Weighted average, cost of capital- marginal cost of capital.
- Unit-3:** Investment decisions : Capital budgeting process- basic principles of capital expenditure proposals-various appraisal methods -Average rate of return-pay back period DCF methods, NPV, IRR and profitability index, Merits and demerits of appraisal methods-conflicts in decision making capital rationing. Investment appraisal methods in practice.
- Unit-4:** Financing Decision: Sources of finance, debt, preference and equity capitals. Operating and financial leverage, total leverage. Capital structure their-net income and net operating income approaches-optimal capital structure, Factors affecting capital structure. EBIT/EPS and ROI & ROE analysis. Capital structure policies in practice.
- Unit-5:** Dividend decisions-dividend theories-Modigliani-miller hypothesis dividend policies-dividend policy and share valuation-corporate dividend practices in India Working capital policy-overall considerations-importance of working capital management.

Suggested Readings :

- Prasanna Chandra : Financial Management Theory and Practice, Tata McGraw Hill, New Delhi
- Khan M.Y. and Jain P.K. : Financial Management, Text and Problems, Tata McGraw Hill, New Delhi.
- Pandey I.M. : Financial Management, Vikas Publishing House, New Delhi.
- Ravi M. Kishore : Financial Management, Taxman, Delhi

B.B.A. FINAL (Examination 2025) CORE COURSE

PAPER-3

BUSINESS TAXATION

- Unit-1:** Income Tax Law : Definitions, Incomes exempt from Tax (Section 10), Residence and Incidence of Tax; Income from Salaries (Section 15 to 17)
- Unit-2:** Income from House Property (Section 22 to 27), Profits and gains of Business and Profession (Section 28 to 44 D) Capital Gains (Section 45 to 55). Income from Other Sources (Section 56 to 59)
- Unit-3:** Income of other persons included in assesses total income, Set off and Carry forward of losses, Deductions from gross total income and tax liability
- Unit-4:** Assessment of Individuals and H.U.F, Assessment Procedure
- Unit-5:** Goods and Service Tax: Introduction, Constitutional aspect and legal framework of GST, GST Council; Registration process of GST, cancellation and revocation of cancellation, identification of nature of supply, Inter-state and Intra-state, composite and mixed supply, continuous supply, taxable and non taxable supply, exemption and composition schemes

Suggested Books

- Singhanian, V.K. Student's Guide to Income Tax, Taxman, Delhi.
- Prasad, Bhagwanti : Income Tax Law and Practice, Sultan Chand & Sons, New Delhi.
- Lal, B.B. Income Tax Law and Practice.
- Gupta, Gupta and Modi: Aaykar

B.B.A. FINAL (Examination 2025) CORE COURSE

PAPER-4

INTERNATIONAL TRADE

- Unit-1:** Introduction : Basis of International Trade, Terms of Trade, Balance of payment, Economic Development and Foreign trade, Commercial policy Generalised System of Preferences.
- Unit-2:** International Economic Environment and System : Regional Economic grouping. GATT (WTO) and UNCATAD, Bilateralism v/s Multilateralism Commodity agreements and commodity markets.
- Unit-3:** International Economic Co-operation : Foreign Investment, Foreign Aid, Technology Transfer and International Trade, Economic cooperation among developing countries. International Trade in Services, International Migration of skilled and unskilled labour.
- Unit-4:** India's Foreign Trade Role, Composition and directions of imports and exports promotion and incentives, Import Trade policy of India, Exchange Control - Meaning objective and Methods.
- Unit-5:** Government and Foreign Trade : Role of State Trading in India's foreign trade, export oriented units, Export of Projects and Consultancy Services. Free trade zone in India, EXIM Bank of India

Books Suggested

- Balagopal : Export Management
- Kalupa Das : Export Strategy in India
- Walker : Export Practice of Documentations
- I.T.C. : Export Financing
- M.L. Verma : Foreign Trade Management, Delhi Vikas Publication
- Shri Ram Khanna: International Trade in Textiles, New Delhi, Sage Publication
- V .S. Mahajan : India's Foreign Trade, Kitab Mahal, Allahabad
- Heller : International Trade Theory and Empirical Evidence
- Parvez Pervez Asheghian and Bahman Ebrahimi : International Business, London Harper Collins Publishers
- Peter H. Lindert : International Economics, Illinois,
- Richard D B. Soder Sten : International Economics
- Kindelberger : International Economics
- Grubec : International Economics Bhagwati : Trade, Tariff & Growth
- Kranra (ed.) : The Economics of Integration,
- Gatt Annual

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PAPER-5

HUMAN RESOURCE MANAGEMENT

- Unit-1:** Introduction : Concept, function Scope of HRM, Personnel administration, powers and Responsibilities of personnel Manager, System Approach to Human resource Management.
- Unit-2:** Procurement : Job and Position descriptions, Sources of Recruitment, Steps in Selection Process Selection of Managerial, Technical and blue collared personnel, Placement and Induction, Orientation and Socialisation.
- Unit-3:** Training and Development : Concept and Importance, Training programmes, Management Development Programmes, Managing Changes, Performance Appraisal : Purposes and Uses of Appraisal, Appraisal criteria, Formal and Informal Appraisal.
- Unit-4:** Compensation : Job Evaluation, Base and Supplementary Compensation, Linkages of compensation with Procurement and low turnover of employees, promotion, Transfer, Demotions and Separations : Concept and Strategies.
- Unit-5:** Organisational Culture : Promoting an appropriate organization culture, making staff work, Effective Managing Conflict.

Suggested Books Readings

- Dale Yoder : Personnel Management and Industrial Relations
- Edwin B. Flippo : Personnel Management and Industrial Relations
- The Dartel : Personnel administration Handbook
- M. J. Jucius : Personnel Management
- David A. Deconzo and Stephen P, Robins : Personnel/Human Resources Management
- C.B. Mamoria : Personnel Management
- P.C. Tripathi : Personnel Management & Industrial Relations
- N.K. Singh & G.K. Suri : Personnel Management
- M.N. Rudrabasavarj : Dynamics of Personnel Administration
- Pigors and Myers : Personnel Administration
- C.N. Munirappa, A. Shankaraiah and N. Kamaraju Panthulu : Personnel Management & Industrial Relations
- Parekh Udai and RaoT.V. : Designing and Managing Human Resources Systems, New Delhi Oxford and IBH, 1981
- Lynton R.P. and Pareek, N.: Training and Development

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PAPER-6

E-COMMERCE

Unit-1: Introduction to E-Commerce, Definition, Elements of E-Commerce, Hard Aspects of E-Commerce, Challenges in Implementing E-Commerce, The Future of E-Commerce. Type of E-Commerce and Business Models. Need for the shift from industrial economy to E-Economy.

Unit-2: Introduction to Electronic Payment System. Types of payments systems: Credit Cards, Smart Cards, E-Cash/Cyber Cash. Security Mechanism and Threats. Need of Electronic Payment System.

Unit-3: Introduction to Internet Technology, Concept, How it works, facilities on Internet, Classification of Networks, Email, Search Engines, FTP and Telnet.

Unit-4: Introduction to Website, creating a website, system analysis, system design, choosing server software, choosing hardware for website.

Unit-5: E-Commerce Marketing Methods, cost and benefits of online marketing, Ethical, Social and Political Issues in E-Commerce, Introduction to ECRM, advantages and ECRM as tool to modern business, Introduction to IT ACT 2000, Authentication of Records, Digital Signatures.

Suggested Readings:

- A Manager's Guide to E business: Parrey Diwan , Sunil Sharma, Excel Books ISBN 812-7446-203-1
- E.Business Models: M.P. Jaiswal, V. Ganesh Kumar, Excel books ISBN: 81-7446-281-3
- Fundamentals of INFO Tech: Deepak Bharihoke, Excel Book 81-7446-481-6
- K. Girdhar Gopal : Elementary Computer Applications